

Agenda



Metro

600 NE Grand Ave.
Portland, OR 97232-2736

Meeting: Supportive Housing Services Oversight Committee Meeting
Date: October 23, 2023
Time: 9:30 a.m. to 11:00 a.m.
Place: Virtual meeting ([Zoom link](#))
Purpose: Metro tax collection and disbursement update; Multnomah County Corrective Action Plan (CAP) update through September; and discussion on FY23-23 unanticipated collections.

9:30 a.m. Welcome and introductions
9:45 a.m. Conflict of Interest declaration
9:50 a.m. Public comment
10:00 a.m. Metro tax collections and disbursement update
10:05 a.m. Multnomah County Corrective Action Plan (CAP) update
10:25 a.m. Discussion: FY23-23 unanticipated collections update
10:55 a.m. Next steps
11:00 a.m. Adjourn

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សេចក្តីជូនដំណឹងអំពីការមិនរើសអើងរបស់ Metro

ការគោរពសិទ្ធិពលរដ្ឋរបស់ ។ សំរាប់ព័ត៌មានអំពីកម្មវិធីសិទ្ធិពលរដ្ឋរបស់ Metro ឬដើម្បីទទួលបានកម្មប្រតិបត្តិការរើសអើងសម្រាប់សេចក្តីណែនាំ www.oregonmetro.gov/civilrights។ បើលោកអ្នកត្រូវការអ្នកបកប្រែភាសានៅពេលអង្គប្រជុំសាធារណៈ សូមទូរស័ព្ទមកលេខ 503-797-1700 (ម៉ោង 8 ព្រឹកដល់ម៉ោង 5 ល្ងាច ថ្ងៃធ្វើការ) ប្រាំពីរថ្ងៃ មុនថ្ងៃប្រជុំដើម្បីអាចឲ្យគេសម្រួលតាមសំណើរបស់លោកអ្នក ។

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Metro txog kev ntxub ntxaug daim ntawv ceeb toom

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Supportive housing services regional oversight committee

Meeting guidelines

Arrive on time and prepared.

Share the air – only one person will speak at a time, and we will allow others to speak once before we speak twice.

Express our own views or those of our constituents; don't speak for others at the table.

Listen carefully and keep an open mind.

Respect the views and opinions of others, and refrain from personal attacks, both within and outside of meetings.

Avoid side conversations.

Focus questions and comments on the subject at hand and stick to the agenda.

When discussing the past, link the past to the current discussion constructively.

Seek to find common ground with each other and consider the needs and concerns of the local community and the larger region.

Turn off or put cell phones on silent mode. Focus on full engagement in the meeting, and refrain from conducting other work during meetings as much as possible.

Notify committee chairperson and Metro staff of any media inquiries and refer requests for official statements or viewpoints to Metro. Committee members will not speak to media on behalf of the committee or Metro, but rather only on their own behalf.

Group agreements

We aren't looking for perfection.

WAIT: why am I talking / why aren't I talking.

You are the author of your own story.

Impact vs intention: Intention is important, but we attend to impact first.

BIPOC folks or folks with targeted identities often don't / didn't have the privilege to assume best intentions in a white dominant space.

Invited to speak in draft- thought doesn't need to be fully formed.

We are all learners and teachers.

Expertise isn't privileged over lived experience and wisdom.

Liberation and healing are possible.

Expect non-closure.



Memo

Date: October 23, 2023
 To: Supportive Housing Services Oversight Committee
 From: Rachael Lembo, Finance Manager
 Subject: FY24 Monthly Tax Collection and Disbursement Update

This financial update is designed to provide the information necessary for the SHS Oversight Committee to stay up to date on the latest tax collection and disbursement figures.

As a reminder, starting with the September update, this report now reflects the following:

- The Tax Collections chart shows monthly payments made by taxpayers over calendar years. As the tax begins to stabilize, this chart will provide a helpful comparison to payments made in the same month of the prior year.
- The Tax Revenue and Disbursement summary shows taxes on an *accrual* basis, instead of a *cash* basis. This monthly tax report will now align with the quarterly financial reports.

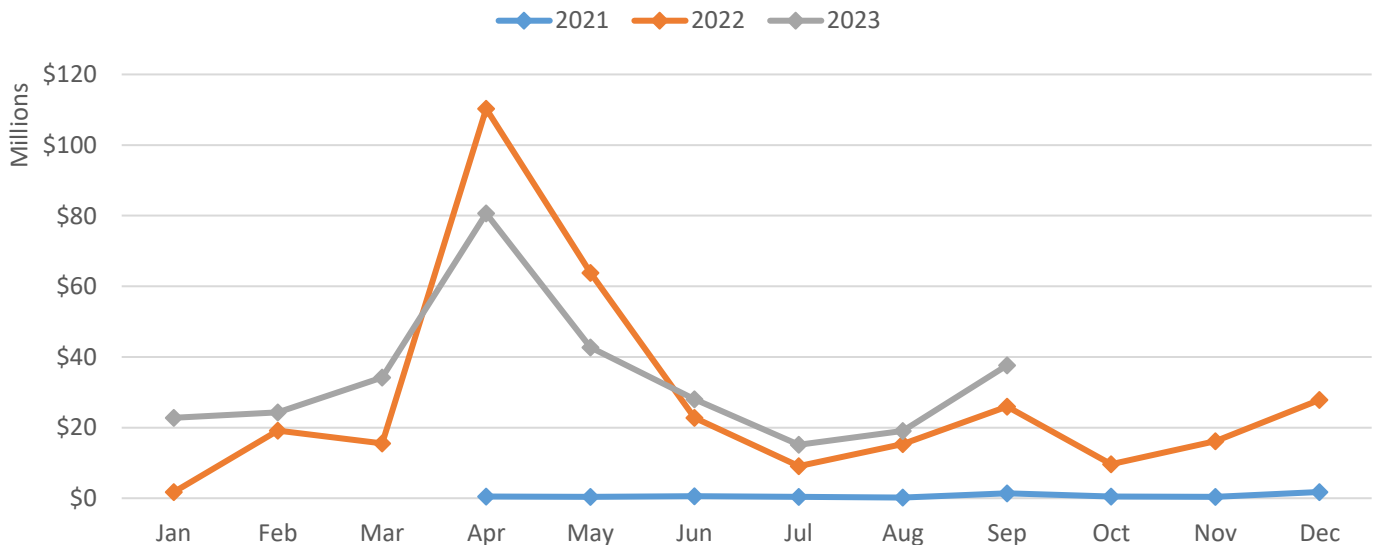
Tax Forecast Update

Metro is currently working on an updated five-year forecast incorporating data through October, which will be discussed at an upcoming SHS Oversight Committee meeting.

Tax Collections

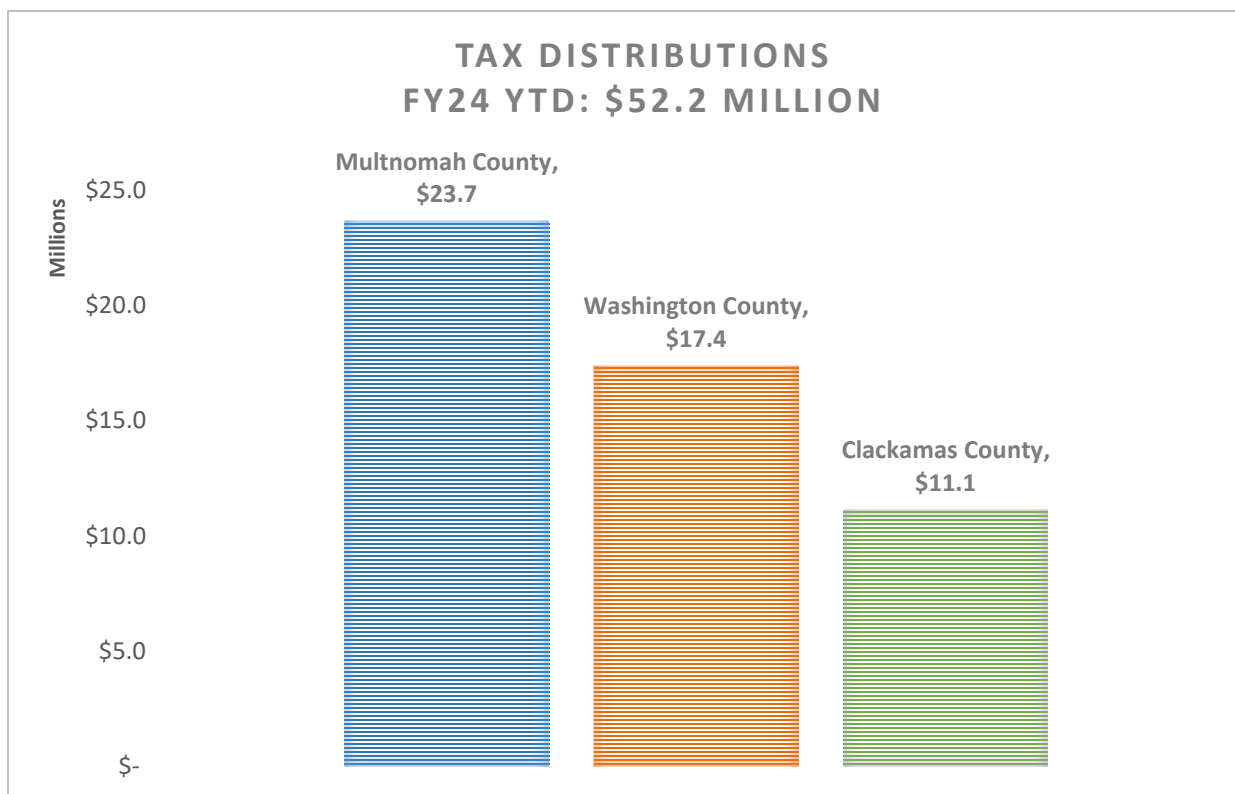
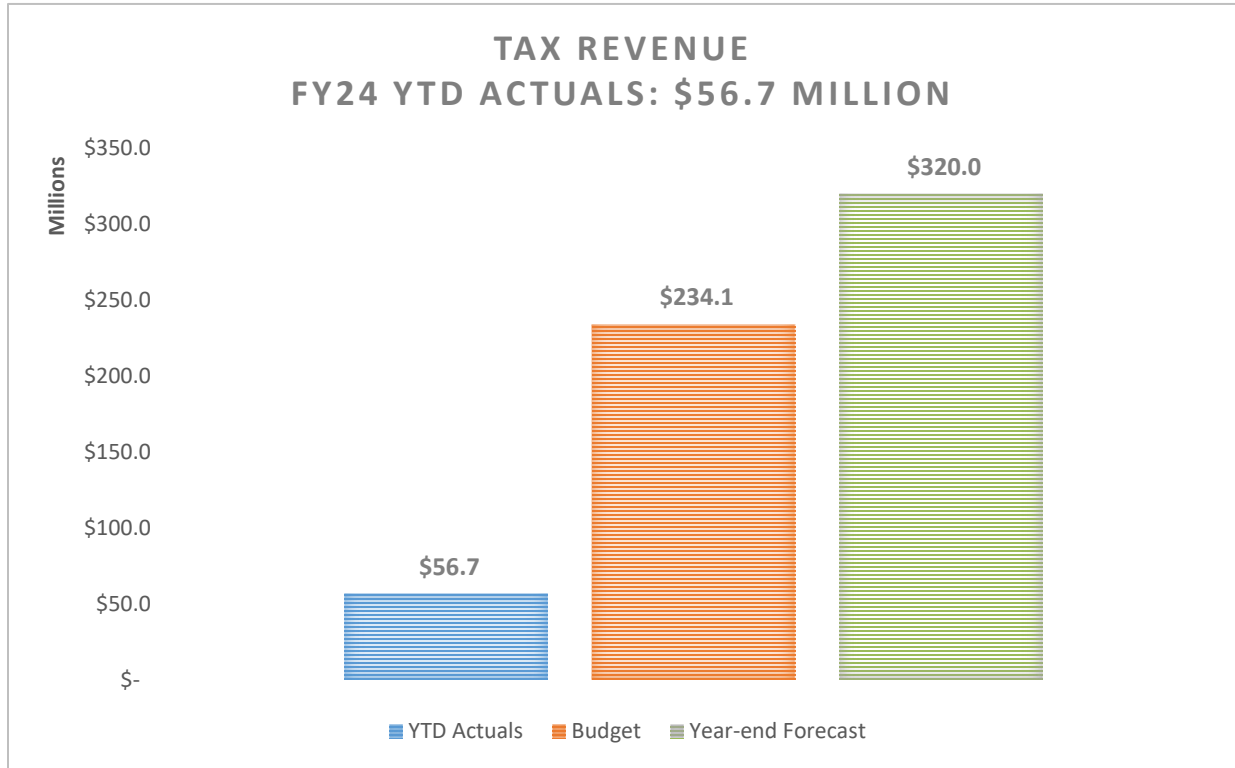
Monthly tax payments made to the tax administrator are shown below.

MONTHLY TAX COLLECTIONS BY CALENDAR YEAR



Tax Revenue and Disbursement Summary

FY24 tax revenue and the disbursement of that revenue is shown below. This includes collections by the tax administrator for August and September 2023. Collections for July 2023, received by Metro and disbursed to County Partners in August 2023, were recorded as revenue in FY23 under governmental accounting rules.



CORRECTIVE ACTION PLAN: MULT 23-01

COUNTY SPENDING REQUIREMENTS AND TIMELINES – STATUS REPORT 9/29/23

PLAN VERSION: August 27, 2023

STATUS AS OF: August 31, 2023

PROGRESS TOWARDS GOALS	
On Track	Corrective Action is expected to spend funding as described in the monthly spend-down plan and be complete by the end of the timeline period.
At Risk	Corrective Action is not spending funding as described in the monthly spend-down plan and/or will not be complete by the end of the timeline period. County to provide explanation to Metro of the variance from spend-down plan and revised action plan.
Complete	Corrective Action is complete (95% spent).

#	CORRECTIVE ACTION <i>*area of focus / service type</i> <i>*list partners (service providers, other gov't, etc.)</i> <i>*align with LIP</i>	INVESTMENT AMOUNT <i>*The amounts in this column total FY23 estimated underspend of \$71,754,577</i>	PLANNING AND SPENDING METRICS <i>*pre-spending planning milestones and spend-down plan</i>	PROJECT DESCRIPTION & ASSOCIATED GOAL AND METRICS <i>*align with MC Annual Work Plan</i>	TIMELINE	STATUS On Track Complete At Risk
1	Temporary Alternative Shelter Sites (TASS) 1. Shelter Expansion 2. City of Portland 3. TASS capital needs	\$4,684,756	Full amount allocated to the City of Portland via signed IGA and contract executed by Q1 FY24.	Purchase 140 pods + RV/vehicle for two sites. This provides a capital investment towards the development of two shelter sites serving 200+ people opening in FY24.	Minimum spend of \$4,450,518 by June 2024.	On Track / Some Delays FY24 YTD spending: \$0 IGA with the City of Portland has been drafted; City Council passed the IGA on Oct 11 and it will be signed immediately.
2	Technical Assistance (TA) Provider Support 1. Provider and Program Support 2. JOHS SHS providers 3. TA Provider Support	\$1,750,000	Approved providers will receive payments for the requested TA amounts in July 2023.	JOHS providers current contracts amended to include the additional TA requests that have been submitted.	Minimum spend of \$1,662,500 by August 2023.	Complete FY23 spending: \$1,783,417 (102%)

#	CORRECTIVE ACTION	INVESTMENT AMOUNT	PLANNING AND SPENDING METRICS	PROJECT DESCRIPTION & ASSOCIATED GOAL AND METRICS	TIMELINE	STATUS
3	<p>Near-Term Strategic Capital Investments</p> <ol style="list-style-type: none"> 1. Provider and Program Support 2. No partners involved 3. Near-Term Strategic Capital Investments 	\$500,000	Equipment purchased and received on or before June 30, 2023.	Acquire near-term strategic capital investments for Severe Weather Shelter Supplies.	Minimum spend of \$475,000 by June 2023.	<p>Complete</p> <p>FY23 spending: \$509,998 (102%)</p>
4	<p>Capacity Building and Organizational Health Grants to contracted service providers</p> <ol style="list-style-type: none"> 1. Provider and Program Support 2. JOHS SHS Providers 3. Capacity Building and Organizational Health Grants to contracted service providers 	\$10,000,000	Grant awards and payments to SHS providers will be made by the Q2 FY24.	Multnomah County will use this funding to provide capacity building and organizational health grants to JOHS SHS providers. The grants follow a formula approach, and the designated grant period spans from July 1, 2023, to June 30, 2024.	Minimum spend of \$9,500,000 by December 2023.	<p>On Track</p> <p>FY24 YTD spending: \$0</p> <p>In process of executing a contract with a third-party grantor to award and manage grants to service providers. Contract will be executed and they will begin awarding and paying grants by December 2023.</p>
5	<p>Increase FY23 COLA by 2%</p> <ol style="list-style-type: none"> 1. Provider and Program Support 2. JOHS SHS providers 	\$1,500,000	Increase SHS portion of providers contracts by Q4 FY23.	Increase SHS portion of providers contract by 2% in FY23.	Minimum spend of \$1,425,000 by August 2023.	<p>Complete</p> <p>FY23 spending: \$1,442,886 (96%)</p>

#	CORRECTIVE ACTION	INVESTMENT AMOUNT	PLANNING AND SPENDING METRICS	PROJECT DESCRIPTION & ASSOCIATED GOAL AND METRICS	TIMELINE	STATUS
6	Immediate Response Client and Rent Assistance 1. Provider and Program Support 2. JOHS SHS Providers	\$8,037,314	Q1 FY24: \$0 Q2 FY24: \$2,009,329 Q3 FY24: \$2,009,329 Q4 FY24: \$4,018,657	This program will make client and rent assistance available to JOHS providers for 221 households.	Minimum spend of \$7,635,448 by June 2024.	On Track FY24 YTD spending: \$412,437
7	Housing Multnomah Now 1. Dedicated Housing Program 2. JOHS Program	\$10,000,000	Q1 FY24: \$500,000 Q2 FY24: \$1,500,000 Q3 FY24: \$2,000,000 Q4 FY24: \$4,000,000 Q1 FY25: \$500,000 Q2 FY25: \$1,500,000	HMN will engage 300 individuals who do not have homes and connect them with housing over FY24/FY25. This investment includes rent and client assistance, street outreach, housing placement capacity, housing retention, landlord recruitment, etc.	Minimum spend of \$8,000,000 by June 2024.	At Risk FY24 YTD spending: \$30,228 <i>Current spending does not appear on track to meet Q1 goal.</i> During the first quarter, the MAC Director was hired and new contracts are being sent out. Based on recommendations from the MAC, 4-6 additional locations will be added for HMN. Providers are expected to start invoicing and increase spending in Q2.

#	CORRECTIVE ACTION	INVESTMENT AMOUNT	PLANNING AND SPENDING METRICS	PROJECT DESCRIPTION & ASSOCIATED GOAL AND METRICS	TIMELINE	STATUS
8	Move-in Multnomah 1. Dedicated Housing Program 2. JOHS Program	\$4,366,530	Q1 FY24: \$218,327 Q2 FY24: \$654,980 Q3 FY24: \$1,309,959 Q4 FY24: \$2,183,265	Move-in Multnomah will arrange for 140 rooms to be leased.	Minimum spend of \$4,148,204 by June 2024.	At Risk FY24 YTD spending: \$94,296 <i>Current spending does not appear on track to meet Q1 goal.</i> JOHS has 12 providers whose contracts have been executed, although spending is low, it is anticipated to increase in the second quarter.
9	Clean Start 1. Provider and Program Support 2. Central City Concern	\$1,934,005	Executed contract with CCC by Q1 FY24.	Clean start is a Central City Concern workforce readiness program, it engages people who have experienced homelessness providing them with a path to future work while also supporting community cleanliness.	Minimum spend of \$1,837,305 by June 2024.	On Track FY24 YTD spending: \$0 CCC contract was executed in September 2023.

#	CORRECTIVE ACTION	INVESTMENT AMOUNT	PLANNING AND SPENDING METRICS	PROJECT DESCRIPTION & ASSOCIATED GOAL AND METRICS	TIMELINE	STATUS
10	Shelter Capital Projects 1. JOHS Program	\$3,600,000	Q1 FY24: \$0 Q2 FY24: \$0 Q3 FY24: \$1,800,000 Q4 FY24: \$1,800,000	The amount held for Shelter Capital Projects is to improve existing shelters or land that the County owns that will be used for shelters.	Minimum spend of \$3,420,000 by June 2024.	On Track FY24 YTD spending: \$0 We did not anticipate spending on this item in Q1. JOHS has partnered with HMA to conduct a thorough assessment of our shelter system. This assessment will be instrumental in developing a comprehensive plan that outlines short, mid, and long-term goals for improving our shelters. This will help with our shelter capital projects and enhance the overall effectiveness of our shelter system. This funding will then support that plan later in the FY.
11	Program Reserves 1. Doug Fir RLRA Guarantee	\$303,439	Full amount in reserves.	The Doug Fir RLRA Guarantee fully funds the liability associated with the multi-year commitment to fund rent assistance in this affordable project.	\$303,439 to be reflected on Q4 FY23 Report.	Complete FY24 budget reflects \$303,439 in reserves for Doug Fir RLRA Guarantee.

#	CORRECTIVE ACTION	INVESTMENT AMOUNT	PLANNING AND SPENDING METRICS	PROJECT DESCRIPTION & ASSOCIATED GOAL AND METRICS	TIMELINE	STATUS
12	Contingency Reserve (SHS IGA § 5.5.4) 1. Contingencies + Stabilization 1. JOHS Program IGA Reserves	\$4,809,513	Full amount in contingency.	The amount is aligned with IGA stipulations.	\$4,809,513 to be reflected on Q4 FY23 Report.	Complete FY24 budget reflects \$4,809,513 in contingency.
13	Stabilization Reserve (SHS IGA § 5.5.3) 1. Reserves & Contingencies 2. JOHS Program Regional Coordination Implementation Fund	\$9,619,026	Full amount in reserves.	The amount is aligned with IGA stipulations.	\$9,619,026 to be reflected on Q4 FY23 Report.	Complete FY24 budget reflects \$9,619,026 in stabilization reserve.
14	System Access, Assessment & Navigation 1. Provider and Program Support 2. JOHS SHS Providers	\$588,840	Q1 FY24: \$29,442 Q2 FY24: \$88,326 Q3 FY24: \$176,652 Q4 FY24: \$294,420	The program will provide system access, assessment, and navigation of support services needed to make critical homeless services equitably accessible to the diverse communities experiencing homelessness. By June 30, 2024, the goal is to assist with referral information for 100 shelter and housing service requests received.	Minimum spend of \$559,398 by June 2024.	On Track FY24 YTD spending: \$0 Spending will be on track to meet Q1's metrics once July and August invoices are processed. JOHS received the provider's July and August invoices in September, which is not included in this report.

#	CORRECTIVE ACTION	INVESTMENT AMOUNT	PLANNING AND SPENDING METRICS	PROJECT DESCRIPTION & ASSOCIATED GOAL AND METRICS	TIMELINE	STATUS
15	Supportive Housing -- Countywide Coordination 1. Provider and Program Support 2. MultCo Dept	\$202,669	Q1 FY24: \$10,133 Q2 FY24: \$30,400 Q3 FY24: \$60,801 Q4 FY24: \$101,335	The program leverages and builds on existing intensive behavioral health programs in the Health Department's Behavioral Health Division that serve this vulnerable population, as well as funding new programming in the Behavioral Health Resource Center (BHRC). By June 30, 2024, 7 individuals will either be placed in permanent/retained in housing or staying in motel-based emergency shelter.	Minimum spend of \$192,536 by June 2024.	On Track FY24 YTD spending: \$56,151

Supportive housing services - Regional oversight committee

FY23 unanticipated funds – Budget modification materials

October 16th, 2023

Because of the unanticipated funds received in FY23, Clackamas County approved the use of carryover funds. Multnomah County modified their FY24 budget.

Both required action from their respective board; those packets are described and linked below.

Clackamas County

- Board of Commissioners policy session, [Wednesday, June 14, 2023](#).
 - Resources included (linked above):
 - Policy session staff worksheet (pg. 1-4)
 - Metro five-year SHS forecast memo (pg. 5-6)
 - Clackamas County five year budget outlook for spending plan (pg. 7)
- Board of Commissioners policy session, [Wednesday, September 20, 2023](#).
 - Resources included (linked above):
 - Policy session staff worksheet (pg. 1-4)
 - Updated SHS budget table (pg. 5)

Multnomah County

- Board of Commissioners regular meeting, [Thursday, September 21, 2023](#).
 - Resources included (linked on the webpage above):
 - APR - SHS Unanticipated Revenue + ARP Balance Work Session - 9.21.23
 - COP TASS Budget 2 yr Overview
 - Response to County Q&A TASS 9-19-23
 - Response to Commissioner Jayapal Questions
 - COPTASS Budget 2 yr Site Details
 - SHS Chair and Board Proposals



Supportive housing services - Regional oversight committee

Deadlines for county deliverables

October 16th, 2023

Below are the deadlines for reports, work plans, and other deliverables that Clackamas, Multnomah, and Washington County send Metro throughout the year.

These dates may occasionally shift to accommodate weekend and holidays.

Deliverable	Due	Notes
Quarterly report	November 15 th (Q1)	Because of the timing of reports and committee meetings, reports will be shared once received but the committee may receive a presentation the following month.
	February 15 th (Q2)	
	May 15 th (Q3)	
	August 15 th (Q4)	
Annual report	October 31 st	
Annual work plan	April 1 st	The work plan may be refined as counties finalize their budgets. Updated work plans to be shared in August / September.
Annual budget	60 days after county adoption	If counties make amendments to their budgets, these are also due to Metro within 60 days.

The following materials were received
during the meeting.

Supportive Housing Services

Plan for one-time and limited-term uses of carryover funds



FY 2023-24 Budget – Planning for Balance

- Carryover balance drivers
 - Budgeted revenue in excess of budgeted expenditures (as programs ramp up)
 - Revenue in excess of the budgeted amount (higher than forecasted collections)
 - Budgeting current year revenue for FY 2023-24 (as opposed to budgeting in the year following collections)

Board Approval of Plan & June 14 Policy Session



Priority Area	Amount
Financial Stability	\$11,400,000
Expanding Capacity	\$13,300,000
Upstream Investments	\$2,200,000
Rent Assistance	\$15,00,000
Capital Needs	\$16,800,000
Total	\$58,600,000

Next Steps Following Board Approval

- Apprised Board of likelihood of additional funds to make room for updates
 - June 27 revenue forecast update & August 15 carryover balance and project update
- Launched resource center solicitation on August 28
- Formal Board update to plan on September 20

September Update

- Added \$33.9 million
 - 50% to capital needs
 - 50% for additional planning
 - Approval of Capital Needs investment areas



Capital Needs

Investment Area	Amount
Clackamas Village	\$3,000,000
Crisis Stabilization Center & Shelter	\$3,500,000
Navigation/Resource Centers	\$10,000,000
City-led Initiatives	\$5,000,000
Recovery-oriented Infrastructure	\$10,250,000
Medical Respite/Transitional Housing	\$2,000,000
Total	\$33,750,000



FY 23 Unanticipated Revenue Investments

SHS Oversight Committee Update

October 23rd, 2023

Unanticipated Revenue Overview

	SHS Unanticipated Revenue
Available Resources	\$50,530,962
Expand Shelter Access	\$21,040,333
Shelter to Housing Flow through	\$8,182,895
Behavioral Health, Crisis Stabilization & Housing Services	\$15,194,881
Daytime Support Services	\$3,633,333
Improving Systems + Access to Services	\$779,520
Additional Investments	\$1,700,000

Expand Shelter Access

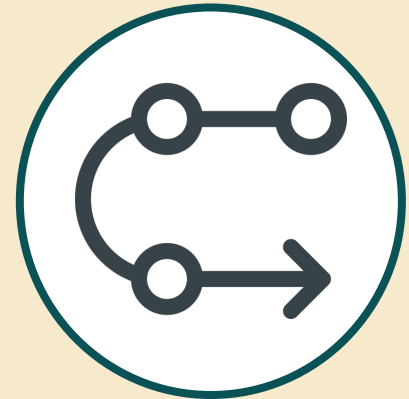
Adds 573 Shelter Beds

- **Adds capacity** for unsheltered adults, families, people in recovery
- **Prevents the closure of hundreds** of shelter beds due to funding gaps
- Ensures life-saving severe weather shelter capacity



Shelter Flow Through

- Increase flow through from shelters to improve access and outcomes
- Add client and rent assistance to increase housing placement retention
- Increase flow-through by 5% from existing shelters



Behavioral Health Crisis, Stabilization and Housing Services



120 Households Initially Served

- 20+ beds for stabilization post-withdrawal management or sobering services
- 20+ beds short-term stabilization and longer-term transitional housing
- Recovery-oriented transitional housing and long-term housing vouchers
- Project development of crisis services / sobering capacity

Daytime Support Services



Create new daytime service capacity

- LGBTQIA2S+ culturally-specific day center
- North Portland day center
- Expand capacity in the central city
- Expand employment opportunities

Supportive housing services - Regional oversight committee

July – September 2023 Q&A

October 25th, 2023

Metro and the counties have received and addressed questions from committee members, and from the public as directed by committee members.

Questions related to Metro's July update on the oversight committee recommendations

- 1. Anything that can be done to expedite these [communications] hirings [and] RFPs would be so helpful. I still believe we are badly losing the battle of public opinion and we need strategic communication to turn the tide.**
 - a. The Metro Housing Department just hired Israel Byer as the Housing Strategic Communications Manager. He started with the department in mid-September 2023.

In this position, he will be responsible for building up the housing communications team and hiring one other position in the near term.
 - b. We are currently defining the scope for the strategic communications consultant, and Israel will also take the lead in handling our standard procurement process for this contract.

- 2. Maybe good to share these updated [quarterly and annual finance / annual program] templates with the Committee, showing the changes?**
 - a. The templates are undergoing final edits with the counties and will be shared with the committee in September as part of the prep for the annual report process. *[This was included in the September SHSOC meeting packet.]*

- 3. I support this effort [to explore the opportunity to provide multi-year funding for culturally specific, small and emerging supportive housing services providers]. I do, however, think that multi-year funding for ALL service providers should be considered. The burden of having to renegotiate contracts each year fall on all who participate, not just those listed.**
 - a. The counties currently have different approaches to multi-year funding:
 - i. Clackamas County has multi-year contracts. The county qualifies providers generally for 4 years. Contract duration depends on the type of contractor and program. For example, more stable programs and providers may be awarded multi-year contracts whereas new or unstable programs may be more restricted in length. All contracts can be renewed into multi-year contracts.
 - ii. Washington County does not issue multi-year service contracts; however, they do qualify providers for multiple years, with an annual renewal process. Most contracts are renewed annually.

- iii. Multnomah County, like Washington, does not issue multi-year service contracts but qualifies providers for multiple years (5 or 7 years).
 - b. Metro is working closely with county finance staff to convene and creatively think about ways in which their financial policy can be improved. Multi-year funding may be part of that work.
- 4. I understand there is some complexity here [with wage equity] because many providers have contracts with multiple sources (federal, state, local). Each has different wage allowances, I think? How do we resolve this and pay a living wage? Also MC has been reporting they are working on their wage study for well over a year. When will we see the wage study, and what does the County hope to accomplish with it?**
 - a. The tri-county planning body team, as part of the development of their living wage regional policy recommendation, will be working with a consultant to develop the recommendations for ensuring contracts between counties and SHS funded agencies and providers will establish standards throughout the region to achieve livable wages for direct service staff.
 - b. The Joint Office of Homeless Services released their wage study in early August. The press release can be found here: <https://www.multco.us/multnomah-county/news/joint-office-homeless-services-releases-wage-study-homeless-service-providers>

From the report: “The primary goal of this study is to understand how to improve the retention of a strong workforce across JOHS-funded agencies, to improve the effectiveness and efficiency of JOHS-funded programming, and to support a strong system of care across the region.”
- 5. The measure requires reporting of SPENDING on populations A and B. This is noted above.**
 - a. The measure requires that seventy-five percent of funds are devoted to services for Population A. Spending on population A and B will be part of the new financial reporting template that will be used starting in the annual reports for FY22-23. *[It will be part of the narrative reporting template.]*
- 6. Review [the key performance measures/indicators and contributing factors to homelessness] with the committee?**
 - a. Key performance measures/indicators by program type will be shared with the committee once engagement and discussion with partners has happened. As this is one of the committee recommendations, Metro will continue to update the committee on progress each quarter.
 - b. Contributing factors to homeless will be integrated into the strategic communications work, which will be shared with the committee once the incoming Housing Strategic

Communications Manager and strategic communications consultant have developed the work plan.

Other questions from committee members

7. Is the Metro Auditor doing the required audit?

- a. There are a couple of auditing requirements for SHS.

Financial and performance auditing are mentioned in the IGA. The first is an “annual independent financial audit”. The SHS program is part of Metro’s annual financial audit performed by Moss Adams. The FY21-22 audit report is part of the Annual Comprehensive Financial Report available here, and the FY22-23 audit is currently underway.

The second is "performance audits conducted by the Office of the Metro Auditor." The Metro Auditor is wrapping up a performance audit of SHS, spanning from November 2022 to September 2023, and we expect to have more information from them later this fiscal year. The results of the performance audit will be presented by the Metro Auditor to Metro Council and the oversight committee.

In addition to auditing, the IGA also allows for funder best practices in oversight such as monitoring that will allow counties and Metro the opportunity to work together examining how things are working and address issues proactively. Metro will begin to monitor the counties this fiscal year.

From public comments received August 2023

8. Because the 10-year goals have been nearly met (5000 in supportive housing) or exceeded (10,000 stabilized), is there an opportunity to increase the 10-year goals?

- a. We still have work to do to meet our goals. The 5,000 and 10,000 households served is related to populations A and B respectively. We have a goal to place 5,000 households in PSH units specifically. Those are primarily households that qualify as population A. The housing placement data we report on the Metro SHS website reflects data for all placements into housing. This includes rapid rehousing which is largely population B. For more details on placements by service type and population please reference reporting templates.
- b. While we have served over 10,000 households with eviction prevention it is important to note that population B is not limited to prevention. This population also includes those experiencing homelessness for the first time or intermittently but do not meet criteria for population A. The definitions of populations A and B are included below.
- c. Regarding increasing goals, it is important to keep in mind that the determination of goals was also based on the estimated cost for supporting 5,000 PSH households and

servicing 10,000 with eviction prevention and rapid rehousing services. What is possible in terms of goals is constrained by cost. We know the cost of housing and service delivery have both increased significantly, especially due to the pandemic. Metro in partnership with the three counties, is consulting with the Corporation for Supportive Housing to analyze the cost of PSH and develop a tool to better understand, forecast and budget for PSH. This will help us better understand the implications for the 5,000 and 10,000 goals.

9. **Related to the above, it is unclear how many of the approximately 5000 are PSH / Population A, because the website combines this and rapid rehousing. Can this be updated?**
 - a. Yes, the data tables shown on the progress tab on the Metro website can be updated to show PSH and rapid rehousing separately.
 - b. Detailed information about PSH is also available in reporting templates.
10. **When will RLRA funds be saturated?**
 - a. Each county has 10-year PSH goals set in their LIP's. Please reference county reports for PSH actuals to get a sense of where they are towards their goals.
 - b. We will have a more nuanced answer to this question with more information about cost per household.
11. **Is displacement of funds being tracked for all counties? Only Washington County has done so clearly in the Q4 report.**
 - a. The counties are required to provide this information to Metro in the annual report. We will receive this from all the counties in their FY23 annual reports, and all annual reports moving forward.
12. **Is there a problem with inconsistent reporting [in Pop A and Pop B reporting - MultCo served significantly less in Pop A than Clackamas, for example]? If not, why is there a substantial difference between counties?**
 - a. The three counties use a shared, regionally consistent definition of Population A and Population B. The counties' funded programming, including the priority for serving Population A households, is consistent with LIP and Annual Work Plans.
13. **Does that reporting [for Population A and B spending] exist? And if not, why not?**
 - a. County and Metro staff finalized a methodology for how to report Population A and Population B in distribution in allocated funding. This information will be included in the FY23 annual reports.
14. **Is anyone tracking the monthly per unit cost of RLRA and if not, why not?**
 - a. Yes, each county is tracking voucher payments for RLRA, which includes the following data: average monthly tenant payment; average monthly assistance payment; average

monthly utility reimbursement payment; and total assistance paid (rent and utility reimbursements combined).

15. How many FTEs in governmental organizations are supported by SHS funds in each county and on Metro staff? And, within each county, how many nonprofit FTE's are supported by SHS funds?

- a. **Clackamas:** Clackamas County requests that the community member who raised the question about SHS-funded FTE at the county and non-profit agencies contracted by the county with SHS funds utilize the public records request process available for such inquiries. Information on our public records request process can be found at: <https://www.clackamas.us/rm/policy.html>.
- b. **Multnomah:** As stated in the public comment, "A recent [Multnomah County report](#) indicated that SHS funds were 75% of the operating budget for 19 nonprofit organizations with 3,500 FTE's."
- c. **Washington:** To submit a public records request for Washington County, more information can be found at: [https://county-washingtoncountyor.govqa.us/WEBAPP/rs/\(S\(fdrsyyxby4wbbsnmnmnz3ez\)\)/supporthome.aspx?sSessionID=971159183BILYCJTECBIIFLYZEDHKZMGFOYWSNNG](https://county-washingtoncountyor.govqa.us/WEBAPP/rs/(S(fdrsyyxby4wbbsnmnmnz3ez))/supporthome.aspx?sSessionID=971159183BILYCJTECBIIFLYZEDHKZMGFOYWSNNG)
- d. **Metro:** As of October 2023, Metro has 17 SHS FTE. We have another 18 SHS FTE budgeted for this fiscal year and expect to hire the majority by the end of FY23-24.



Supportive housing services – Oversight committee recommendations

Last updated: October 2023

Recommendations	Lead	Timeline	Updates
<p>Regional communication strategy</p> <p>Create a robust communication strategy on the progress and nature of Metro supportive housing services that effectively reaches the broader community.</p>	<p>Metro staff (SHSOC; communications)</p> <p>External communications expert</p> <p>Coordination with jurisdiction and non-profit partners</p>	<p>Fall 2023: Development of strategic communication strategy</p> <p>Fall 2023: Metro hiring strategic communications consultant</p>	<p>Israel Bayer was hired to lead the Metro Housing communications team in September. Israel’s demonstrated skills in strategic communications will help support the work to reach a broader audience in the community and support our partners throughout the region.</p> <p>In the next few weeks/months, the Metro Housing team will be working to begin work on a strategic communication strategy while adding additional staffing to help build the capacity to deliver our future work.</p> <p>To support the development of the strategic communications plan, Metro will also work to hire a strategic communications consultant to support the over strategy.</p> <p>In the meantime, Metro's internal communication team continues to work towards earned media opportunities and developing stories, including topics suggested by the oversight committee.</p>
<p>Budgeting/financial reporting and expectations</p> <p>Update reporting templates by the start of FY23-24 to clearly show quarterly and annual progress toward annual work plan goals.</p>	<p>Metro staff (SHSOC)</p> <p>Coordination with jurisdiction partners</p>	<p>October 2023: County FY23 annual reports received</p> <p>November 2023: County FY24 quarter one reports received</p> <p>November 2023: Mid-year update to quarterly/annual finance templates</p> <p>February 2024: County FY24</p>	<p>Metro has updated the quarterly reporting template for FY24 reporting by county partners. The Q1 reports are due to Metro by November 15, and a Q1 report will be prepared and presented to the SHSOC at the December or January meeting (agendas still pending).</p> <p>Metro is planning for a mid-year update to address SHSOC requests for additional information on number and amount of contracts and total invoiced by service provider, and developing guidelines and recommendations on reserves for future financial obligations as part of the FY25 budget.</p> <p>One of the updates to the annual report template this year included more detail on provider contracts and total amounts invoiced, so that information will be included in annual reports due Oct 31, 2023.</p>

Recommendations	Lead	Timeline	Updates
		quarter two reports received <i>Ongoing: Report templates updated as necessary</i>	
<p>Workforce issues</p> <p>Develop a work plan and timelines that incorporate short-term and long-term strategies for addressing workforce issues.</p>	<p>County partners</p> <p>Metro staff (TCPB)</p>	<p>Fall 2023: Regional Capacity manager hired</p> <p>Winter / Spring 2024: Metro Regional Capacity team hired</p>	<p>Work plan: Development of the overall work plan is underway.</p> <p>Provider TA/training: The tri-county planning body will develop recommendations that enable the counties and Metro to coordinate and support regional training that meets the diverse needs of individual direct service staff, with sensitivity to the needs of BIPOC agencies.</p> <p>Additionally, as part of a FY 24 budget amendment adding 22 new FTE to the Housing Department, Metro staff has designed a six-person Regional Capacity Team charged with developing programming for technical assistance and training. Metro is currently in the process of hiring a team manager. Once on board, the manager will work with counties and service providers to build out a series of regional capacity building programs. Metro has already filled a “work-out-of-class” Program Manager position who is helping scope the work and lay the groundwork for the team.</p> <p>Wages: See next section, below.</p> <p>Staff diversity: The Year 2 annual report includes full reporting on equity metrics, one of which is service provider staff diversity. The committee will see this data in the annual reports due on October 31, 2023.</p>
<p>Workforce issues</p> <p>Determine the feasibility and potential design of multi-year capacity building investments for service providers and report findings back to the oversight committee.</p>	<p>County partners</p> <p>Metro staff (SHSOC)</p>		<p>Advances and multi-year investments: County partners currently provide contract advances up to three months.</p> <p>More information on this, and capacity building, can be found here: May 22nd meeting packet (pg. 14-15)</p> <p>Provider administration clarity: County partners presented to the SHS Oversight Committee on the topic of service provider administration at the</p>



Recommendations	Lead	Timeline	Updates
			<p>July 24, 2023 meeting. The presentation provided information on how service providers rates are set and how they are negotiated.</p> <p>More information on this meeting can be found here: July 24, 2023 meeting packet (pg. 19-29)</p> <p>Following this presentation, and additional questions from the oversight committee, the counties are continuing to analyze their processes and identify if there is an opportunity for a multi-year funding program for culturally specific, small and emerging supportive housing services providers. This will be explored in more depth in FY24.</p>
<p>Workforce issues</p> <p>Address service provider wage/compensation equity to provide better guidance to county partners in meeting their SHS equity goals and to develop more consistency in wage standards across the region.</p>	<p>Metro staff (TCPB)</p> <p>Coordination with jurisdiction partners</p>	<p>Spring 2024:</p> <p>Framework developed by Homebase</p>	<p>The FY23 annual report will include reporting on service provider wages.</p> <p>The tri-county planning body is leading regional coordination of addressing wages across the region.</p> <p>Through the guidance of the Tri County Planning Body (TCPB), Metro is contracting with the consultant, Homebase, to provide and analysis and recommendations for achieving a livable wage for front-line workers. Homebase, has commenced the process of convening a Stakeholder Workgroup comprised of contracting staff and housing services providers from each of the tri-counties that currently sit on the TCPB.</p> <p>Homebase is also conducting a scan of compensation practices locally and nationally, while leveraging existing wage studies and other wage information. The goal is to have a draft framework to deliver to the Tri-County Planning Body within 5 months.</p> <p>As part of their SHS work, Multnomah County is also developing a wage study. The initial study phase of the study was completed in FY23, and they are coordinating with stakeholders to identify action items that can be carried through in contracting and technical assistance. The study can be found here: https://www.multco.us/multnomah-county/news/joint-office-homeless-services-releases-wage-study-homeless-service-providers</p>
<p>Program expansions</p>	<p>Metro staff (TCPB)</p>	<p>Winter / Spring 2024: Proposal for</p>	<p>The Medicaid Waiver Tri-county Partnership group is initiating the development of recommendations for operationalizing waiver benefits</p>



Recommendations	Lead	Timeline	Updates
<p>Identify and implement regional strategies that facilitate integration of health services, with a focus on behavioral health including mental health and substance use services, that lead to increased service access/options for people experiencing homelessness.</p>	<p>Coordination with jurisdiction partners</p>	<p>operationalizing waiver benefits developed</p>	<p>within our regional context. The state has changed the priority population for the Medicaid Waiver from people with severe and persistent mental illness to people who are at risk of eviction and homelessness. Due to the population shift, Metro is now working with county partners to identify the best path forward on systems alignment/integration. Metro has hired Home Base to support these efforts.</p>
<p>Data, reporting and evaluation</p> <p>Evaluate current practices for data collection, reporting and evaluation to ensure that all reporting, evaluation and program needs are being met.</p>	<p>Metro staff (TCPB)</p>	<p>Winter 2023: County monitoring to begin</p>	<p>The annual report template has been updated and the template has been shared with the committee. Major changes include:</p> <ul style="list-style-type: none"> • Table of SHS programs and populations served • Provider contracts table with • Data tables showing progress to county annual workplan goals • Full regional metrics reporting, including equity metrics • Reporting on progress to SHSOC’s recommendations • Stronger focus on spending successes, challenges and next steps <p>Key performance measures/indicators: Key performance measures/indicators by program type will require engagement and discussion with partners. Metro will develop considerations for these indicators Fall 2023.</p> <p>Compliance: Metro is continuing to develop a compliance framework that crosswalks the IGA, Metro SHS work plan and local implementation plan requirement to ensure ongoing monitoring, compliance and performance risk assessments. Metro will be hiring at two compliance coordinators to support annual and/or for-cause monitoring and begin to monitor the counties this fiscal year.</p>
<p>Data, reporting and evaluation</p> <p>Create a plan to address ongoing regional data alignment and community input needs, including</p>	<p>Metro staff; Tri-county planning body</p>	<p>Fall 2023: Coordinated entry consultant hired</p>	<p>The tri-county planning body is working with the regional data team to develop benchmarks for quarterly and annual report metrics.</p> <p>The Coordinated Entry Regional Alignment Workgroup held a kickoff meeting last month. Following the kickoff, Metro’s consultant, Home Base,</p>



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Recommendations	Lead	Timeline	Updates
developing regional data definitions, standards and methodologies.		Spring 2024: Implementation plan created	has begun reaching out to key jurisdictional partners to level set, conduct interviews, and coordinate ongoing Workgroup meetings. Evaluation: Program and regional implementation evaluation begins in Year 3. We are in last steps of finalizing a third-party to execute this work with Metro.

00:22:14 Mike Savara: I'm here, be on camera shortly! refresh coffee needed :)

00:24:57 Becky Wilkinson (She/Her): I need to step away for a moment

00:29:05 Mike Savara: just got kicked off - sorry if you called on me!

00:59:37 Commissioner Susheela Jayapal: Iâ€™ll need to step away for a few minutes.

01:31:02 Mike Savara: That's a really great point about acuity driving costs, Commissioner Jayapal - I think back to when I worked on an ACT (Assertive Community Treatment) team and the folks we worked with required a 1:10 client to staff ratio...that's the type of "human" investment we are talking about here.

01:32:41 Commissioner Susheela Jayapal: Thatâ€™s right, Mike. Weâ€™re hearing loud and clear not only from service providers but housing providers that if people are to be successful in housing, they need more services. And if we place people in housing without providing the appropriate level of service, we are not using our money effectively b/c people will end up back on the street.

01:44:42 Seth Lyon (he, him): Adam. Love the idea of City led projects. Want to learn more as those develop

01:48:51 Mike Savara: Love the post-withdrawal beds - such a huge need!